Bill as Introduced

1999 SESSION

99-0225
05/02

HOUSE BILL ***417-FN-A***

AN ACT relative to the rehabilitation of the Walker building at New Hampshire hospital and making an appropriation therefor

SPONSORS: Rep. Calawa, Hills 17; Rep. M. Fuller Clark, Rock 36; Rep. Whittemore, Merr 13; Sen. Larsen, Dist 15

COMMITTEE: Public Works and Highways

ANALYSIS

This bill authorizes the department of transportation to develop and issue a request for proposals for the design and rehabilitation of the Walker building at New Hampshire hospital. The bill establishes certain criteria for the bidding process.

This bill makes an appropriation to the department of transportation for the design and rehabilitation of the Walker building.

Explanation: Matter added to current law appears in ***bold italics.***
Matter removed from current law appears [~~in brackets and struckthrough.~~]
Matter which is either (a) all new or (b) repealed and reenacted appears in regular type.

99-0225
05/02

STATE OF NEW HAMPSHIRE

In the Year of Our Lord One Thousand Nine Hundred and Ninety-Nine

AN ACT relative to the rehabilitation of the Walker building at New Hampshire hospital and making an appropriation therefor.

Be it Enacted by the Senate and House of Representatives in General Court convened:

1 Design for Rehabilitation of New Hampshire Hospital's Walker Building.

I. The department of transportation shall develop and issue a request for proposals from experienced and qualified construction firms for the rehabilitation, design, and reconstruction of the Walker building at New Hampshire hospital.

II. Proposals shall be submitted on or before June 30, 1999.

III. The requirements of RSA 228:4, 228:4-a and 21-I:22 shall not apply to this project. The determining factors in respondent selection shall be the overall quality and conformance of the proposal to the requirements of this act, as well as to the long-term lowest staffing and operational costs consistent with public safety. At a minimum:

(a) Respondents shall demonstrate competence and experience in similar rehabilitation projects.

(b) While full consideration shall be given to the project cost structure, the successful bid shall not be based on cost alone. Consideration shall be given to qualifications of firms and general conditions necessary to complete the project. The state reserves the right to reject any and all proposals or to negotiate with the apparent successful proposer as determined to be in the state's best interest.

(c) Three legitimate proposals shall be submitted for rehabilitative design of the facility.

(d) Design and plans for construction shall also comply with all relevant state codes and rules.

2 Appropriation; Department of Transportation; Rehabilitation of New Hampshire Hospital's Walker Building. The sum of $1 is appropriated to the department of transportation for the fiscal year ending June 30, 1999 for the purposes of section 1 of this act. The governor is authorized to draw a warrant for said sum out of any money in the treasury not otherwise appropriated.

3 Effective Date. This act shall take effect upon its passage.

LBAO
99-0225
1/26/99

HB 417-FN-A - FISCAL NOTE

AN ACT relative to the rehabilitation of the Walker building at New Hampshire hospital and making an appropriation therefor.

FISCAL IMPACT:

The Department of Transportation indicates this bill will increase state general fund expenditures by $1 in FY 1999. There is no fiscal impact on state, county and local revenue or county and local expenditures.

This bill appropriates $1 from the general fund to the Department of Transportation in FY 1999 for the purposes of this act.

METHODOLOGY:

The Department states this bill appropriates $1 for the purpose of developing and issuing a request for proposal (RFP) for the rehabilitation, design, and reconstruction of the Walker Building. The Department states that this RFP can be developed within the existing budget. The Department further estimates that a renovation project of this size (80,000 square feet) would cost $6.4 million assuming an$80 per square foot design/build cost.

Amendments

Rep. L. Calawa, Hills 17
February 17, 1999
1999-0193h
05/09

Amendment to HB 417-FN-A

Amend the bill by replacing section 2 with the following:

2 Appropriation; Department of Transportation; Rehabilitation of New Hampshire Hospital's Walker Building. The sum of $340,000 is appropriated to the department of transportation for the fiscal year ending June 30, 1999 for the purposes of section 1 of this act. The governor is authorized to draw a warrant for said sum out of any money in the treasury not otherwise appropriated.

Passed

Rep. L. Calawa, Hills 17
February 17, 1999
1999-0193h
05/09

Amendment to HB 417-FN-A

Amend the bill by replacing section 2 with the following:

2 Appropriation; Department of Transportation; Rehabilitation of New Hampshire Hospital's Walker Building. The sum of $340,000 is appropriated to the department of transportation for the fiscal year ending June 30, 1999 for the purposes of section 1 of this act. The governor is authorized to draw a warrant for said sum out of any money in the treasury not otherwise appropriated.

Speakers

SIGN UP SHEET

To Register Opinion If Not Speaking

Bill # HB417-FN-A Date Mar. 2, 1999 10:00 Am

Committee Public Works & Highways

**** Please Print All Information ****

Name	Address	Phone	Representing	Pro	Con
James Garvin		271-4936	NH Division of Hist. Resources	✓	

(check one) applies to the Pro / Con columns.

Hearing Minutes

HOUSE COMMITTEE ON PUBLIC WORKS AND HIGHWAYS

PUBLIC HEARING ON HB 417-FN-A

BILL TITLE: relative to the rehabilitation of the Walker building at New Hampshire hospital and making an appropriation therefor.

DATE: March 2, 1999

LOB ROOM: 201 **Time Public Hearing Called to Order:** 10:05

Time Adjourned: 10:48

(please circle if present)

Committee Members: Reps. E. Smith, Calawa, LaMott, Whittemore, Merrill, Gleason, McCarty, Raynowska, Tholl, Verani, Leber, Spear, Beaupre, Morse, Cloutier, DeChane, Daigle, Haneault, Brennan, Ahern, Bouchard and Shultis.

Bill Sponsors: Reps. Calawa, M. Fuller Clark, Whittemore; Sen. Larsen

TESTIMONY

* Use asterisk if written testimony and/or amendments are submitted.

Rep. Calawa, Prime Sponsor -Written Testimony
The building was appraised 4 years ago at 6 million dollars. The cost to demolish is approximately 24 to 26 dollars/ sq ft. (Approx. 2.2 million dollars.) This bill, as amended is a revenue saving measure not a spending measure. If passed as amended the $340,000 would repair the roof and mothball the building.

Senator Larson, Co-Sponsor
We could never replace this building at today's costs. It is structurally strong, stronger than to days standards.
In answer to a question DRA's lease over 10 years will be 4.9 million dollars.

Rep Martha Fuller-Clark, Co-Sponsor
This is a significant and important building, and a key part of the master plan. Would the committee please look at when the building would be rehabed also. It is an important philosophy to reuse and rehab before building new, it will help to prevent sprawl.

Ralph Brickett, Governors Office - Opposes the bill
The Governor opposes this bill on purely fiscal grounds. The Governor's position is no room for expansion above the 48 million capitol budget level recommendation.

Van McLeod, Commissioner of Cultural Resources - Supports the bill
This will save money if mothballed. The building has historical significance.

Mark Chillum, NH Hospital, Dept of HHS - supports the bill

It is an important part of the complex and is slowly deteriorating . It is a prime part of the master plan. Rehabilitation is the most cost effective way to go. In its present condition it is an attractive nuisance with its proximity to the high school. Proper mothballing will decrease the possibility of problems.

Gary Abbott, Association of General Contractors - Supports the bill
Written testimony. Not completely fitting for mothballing , more for construction.

OPINION – NOT SPEAKING:
James Garvin, NH Division of Hist. Resources 271-6436 – PRO

Respectfully submitted,

Rep. John E. Tholl, Jr., Clerk

HB 417

Rep. Calawa
Prime Sponsor

Written Testimony

The building was appraised 4 yrs ago at 6 million dollars. The cost to demolish is approximately 24 to 26 dollars/ sq ft. (Approx. 2.2 million dollars.) This bill, as amended is a revenue saving measure not a spending measure. If passed as amended the $340,000 would repair the roof and mothball the building.

Senator Larson
Co-Sponsor

We could never replace this building at to days costs. It is structurally strong, stronger than to days standards.
In answer to a question DRA's lease over 10 yeas will be 4.9 million dollars.

Rep Martha Fuller-Clark
Co-Sponsor

This is a significant and important building, and a key part of the master plan. Would the committee please look at when the building would be rehabed also. It is an important philosophy to reuse and rehab before building new, it will help to prevent sprawl.

Ralph Brikett
Governors Office
Opposes the bill

The Governor opposes this bill on purely fiscal grounds. The Governors position is no room for expansion above the 48 million capitol budget level recommendation.

Van McLeod
Commissioner of Cutural Resorces
Supports the bill

This will save money if mothballed. The building has historical signifigance.

Mark Chillum
NH Hospital, Dept of HHS
supports the bill

It is an important part of the complex and is slowly deteriorating . It is a prime part of the master plan. Rehabilitation si the most cost effective way to go. In its present condition it is an attractive nuisance with its proximity to the highschool. Proper mothballing will decrease the possibility of problems.

Gary Abbott
Association of General Contractors
Supports the bill

Written testimony. Not completely fitting for mothballing , more for construction.

HOUSE COMMITTEE ON PUBLIC WORKS AND HIGHWAYS

PUBLIC HEARING ON HB 417-FN-A

BILL TITLE: relative to the rehabilitation of the Walker building at New Hampshire hospital and making an appropriation therefor.

DATE: 3/2

LOB ROOM: 201 **Time Public Hearing Called to Order:** 1005

Time Adjourned: 10 48

(please circle if present)

Committee Members: Reps. E. Smith, Calawa, LaMott, Whittemore, Merrill, Gleason, McCarty, Raynowska, Tholl, Verani, Leber, Spear, Beaupre, Morse, Cloutier, DeChane, Daigle, Daneault, Brennan, Ahern, Bouchard and Shultis.

Bill Sponsors: Reps. Calawa, M. Fuller Clark, Whittemore; Sen. Larsen

TESTIMONY

* Use asterisk if written testimony and/or amendments are submitted.

Testimony

Construction Owner Guide



Associated General Contractors
of New Hampshire, Inc.
48 Grandview Road
Bow, NH 03304
Tel: (603) 225-2701 Fax: (603) 226-3859

Construction Owner Guide

The Associated General Contractors of New Hampshire has prepared this guide as a reference tool to help public and private project owners through the complexities and decisions necessary to have a successful construction project. This guide covers three general areas; contract methods, AIA design-build recommendations, and how to have a successful project.

This guide is intended for all owners who have questions concerning constructing a commercial, industrial, or municipal building. This guide gives you the most common construction contract methods (including pro's and con's), AIA/AGC design-build guidelines, plus key questions to select the right contractor for a project.

Index

I. Contract Methods	2
Overview	2
Lump Sum Contract	3
Construction Management Contract	4
Design-Build Contract	5
II. AIA/AGC Recommended Guidelines for Design-Build	7
Acknowlegements	2
Executive Summary	3
Introduction	4
Overview – Purpose of Guidelines	6
Recommended Guidelines	7
Conclusion	13
III. Owner's Guide Key Questions to a Successful Project	9
What is the criteria for selecting project workers?	9
Does the firm have experience with similar projects?	9
Will the same personnel be assigned on the project?	9
What are the most important references to check?	10
Other qualifications which should be considered	10
What ensures that the project will be of high quality?	11
What is the owner's role?	11
IV. Reasons to Select AGC Contractors	12
V. Who to call for Additional Information	12

Associated General Contractors
of New Hampshire, Inc.
48 Grandview Road
Bow, NH 03304
Phone: (603) 225-2701 Fax: (603) 226-3859

I. CONTRACT METHODS

OVERVIEW

The procedures for selecting an architect or contractor to supervise and perform building construction, and the types of contracts available for use, have proliferated in recent years due to the increasing complexity of building designs, escalating costs, legal constraints, magnitude of public projects, accelerated social needs, and increasing demands on owner staff.

The following pages 3 – 5 describe the three most common contract methods; lump sum, construction management, and design-build. Each method provides different roles for owners, designers, and contractors to consider. Also, with each method their are different advantages and cautions.

LUMP SUM CONTRACT

Definition - Agreement to perform the work for one fixed price, regardless of cost to the contractor.

Selection Method - Competitive bidding among general contractors for construction of the entire project under a single contract is preferred. Bidding may be from a pre-selected list of bidders, or from anyone who wishes to bid. In public work and some private work the bidders must furnish proof of financial capability such as a bond or certified check. When using a pre-selected list on private work, the owner and his architect/engineer should carefully and objectively weigh capabilities of the contractors while assembling the list; after the list is determined, when the bids are received, he should award the job to the lowest bidder. Pre-selection is not possible on most public work.

OWNER'S REQUIREMENTS

- Completed detailed plans and specification.
- Adequate professional inspection and supervisory personnel experienced in construction, either in house or from architects and engineers.
- Staff and consultant proficiency in planning, budgeting, construction feasibility and marketing construction.
- Marketable job.

Advantages

- Economy of contractor effort with his own money at risk.
- Objectivity of selection on private work.
- Final price known (assuming no changes in plans and specifications.)
- Less bookkeeping and auditing expense.

Cautions

- Owner and contractor may have opposite financial interests.
- The complicated procedures required to process changes and the resulting cost to both parties.
- Delay in start of construction until plans are 100% complete and bids taken.
- Reliance on consultants to provide practical construction advice, budgets, and schedules, prior to receipt of bids.

CONSTRUCTION MANAGEMENT CONTRACT

Definition - This is an agreement to perform the services and the work for a percentage or a fixed fee with the qualified general contracting organization serving as the construction professional and expert on the Building Team with the owner and architect/engineer from the beginning of design throughout the completion of construction. The contract can be converted to a Guaranteed Maximum Price Contract when the plans are sufficiently complete to define the scope of the work.

Selection Method - The owner should make a careful objective review of the qualifications of interested general contractors, giving due consideration to their experience in working with architects and engineers on work of similar character during design development and make an award to the one best qualified with an acceptable fee.

OWNER'S REQUIREMENT

- Staff involvement and ability to make prompt decisions after weighing the Building Team's recommendations.
- Selection of architect/engineer who is willing to operate as a team member and be receptive to the construction manager's recommendations.
- A job where flexibility to change is important, whose time allowance precludes waiting for completed bid documents or a job not easily marketable because of lack of definition of scope, or size.

Advantages

- Creates a "team" with the owner, general contractor/construction manager, and architect/engineer, before plans are developed. General contractor/construction manager is available to give his advice on construction feasibility, cost, site selection, and scheduling.
- Time and cost saving by starting construction before all plans are complete.
- Ability to competitively bid, including public work in a public letting situation, all the trade contracts on the job, while at the same time having a qualified general contractor on the team from the inception of design through final completion and acceptance of the project.

Cautions

- Final cost not guaranteed (unless converted when plans are sufficiently completed to a Guaranteed Maximum Price Contract).
- Burden on owner in selection of a general contractor experienced in scheduling, cost control, plan and specification review, etc., and who has management experience to act as a team member and qualified to direct the work of the individual trade contractors.
- Under many public bidding statutes, a construction manager is precluded from performing work with his own forces.

DESIGN - BUILD CONTRACT

Definition - Agreement with one single administrative entity, the prime contractor, who provides the design and construction under one contract. The construction portion of the work may be done under a Lump Sum, a Cost Plus, or Guaranteed maximum Price contract.

Selection Method - Contract may be negotiated or competitively bid. IF competitively bid, it is extremely difficult to compare proposals so that the owner may be assured that he is selecting that proposal which will result in the lowest ultimate cost. The owner must produce program requirements and preliminary plans and specifications with as much definition as possible. He must then make a careful cost-benefit analysis of the proposals submitted.

An added feature in reviewing the qualifications under a Design - Build contract, of course, is the review of the capabilities and experience of the contractor to control the design function. In certain states the general contractor may perform this function within his own organization; in others he must work with a separate architect/engineer consulting firm, unless he has a corporate professional license to practice architecture and/or engineering.

OWNERS REQUIREMENTS

- Staff proficiency in monitoring costs and auditing.
- Where there is to be competition on a price basis, the owner must have extremely strong staff capabilities to evaluate the proposals and make a proper cost-benefit analysis.
- Demonstrated ability to program requirements.

Advantages

- Owner's program and engineering staff can work directly and closely on a continuing basis with one contract entity, experienced in both the design and construction process.
- Construction may be started before plans are complete and the work phased which may produce time savings for the entire project.

Cautions

In other forms of contracting with three contracting identities the owner, contractor, an architect/engineer there is a certain check and balance system which does not exist under the Design-Build method. For example, form, convenience, cost of maintenance and aesthetics may be unduly sacrificed to low initial first cost. Even with the "building team" concept under the construction management type of contract there still exists the three identities - while cooperating, they are in a sense independent.

The burden on the owner to select a qualified contractor/designer becomes even heavier than in the other forms of contract. When the price is guaranteed and particularly where the contract has been let on competitive basis, the owner must accept a certain lack of flexibility in obtaining desired features of the work and may have to accept certain details of the final design, which he considers undesirable.





AIA/AGC Recommended Guidelines for Procurement of Design-Build Projects in the Public Sector

Published by
The American Institute of Architects
1735 New York Avenue, NW
Washington, DC 20006
(202) 626-7300

Associated General Contractors of America
1957 E Street, NW
Washington, DC 20006
(202) 393-2040

AIA/AGC
Recommended Guidelines for Procurement of Design-Build Projects In the Public Sector

Endorsed by:
Design Build Institute of America
Mechanical Contractors Association of America
Sheet Metal & Air Conditioning Contractors National Association

Published by
The American Institute of Architects
and
Associated General Contractors of America

Copyright January 1995

Contents

Acknowledgements	2
Executive Summary	3
Introduction	4
Overview - Purpose of Guidelines	6
Recommended Guidelines	7
Conclusion	13

Acknowledgements

AIA and AGC express their deep appreciation to members who devoted their time and expertise to developing these guidelines:

AIA Members

Chester A. Widom, FAIA, Co-Chairman
Widom Wein Cohen
Santa Monica, California

C. Joe Buskuhl, FAIA
Harwood K. Smith & Partners
Dallas, Texas

Duane A. Kell, FAIA
Ankeny Kell Richter Walsh Architects
St. Paul, Minnesota

James R. McGranahan, FAIA
McGranahan Partnership
Tacoma, Washington

Raymond "Skipper" Post, FAIA
Post Architects
Baton Rouge, Louisiana

Stuart Binstock
The American Institute of Architects
Washington, D.C.

AGC Members

J. Howard Mock, Co-Chairman
Jaynes Corporation
Albuquerque, New Mexico

James P. Crutcher
Lease Crutcher Lewis
Seattle, Washington

Peter G. Doyle
LTB Interior Constructors
Houston, Texas

Paul J. Hoffman
Hoffman Corporation
Appleton, Wisconsin

Ralph W. Johnson
Turner Construction Co.
New York, New York

Thomas J. McGough
McGough Construction Co., Inc.
St. Paul, Minnesota

Marla McIntyre
Associated General Contractors
of America
Washington, D.C.

Christopher S. Monek
Associated General Contractors
of America
Washington, D.C.

EXECUTIVE SUMMARY

The American Institute of Architects (AIA) and the Associated General Contractors of America (AGC) were approached recently by a public official who asked if the organizations had any recommended procedures for how public officials should procure design and construction services when using the design-build method of procurement. While this publication's intent is to provide guidance for public owners, this publication is not intended to endorse design-build or suggest it is the best method by which public owners should procure design and construction services. Rather, AIA and AGC have recognized that design-build is one of many viable project delivery systems available to the public sector. These Guidelines are intended to improve the process and hopefully establish some uniform standards which can be used by public owners for the mutual benefit of owners and the design and construction community. The Guidelines were written for public owners who are unfamiliar with the design-build process as well as owners who have used the design-build process in the past.

The **Introduction** is intended for public owners who are unfamiliar with how design and construction services are procured. It describes the three phases of all construction projects: project definition, design and construction, and describes the activities carried out during each phase. The Introduction also describes the different project delivery methods by which design and construction services can be procured, including the design-build method.

The **Overview** begins to focus on design-build and concludes that adherence to these Guidelines will provide the following benefits to public owners:

- Reduce misunderstandings and protests;
- Accelerate the selection process;
- Encourage quality firms to participate; and
- Provide owners with proposals that meet their needs.

The **Recommended Guidelines** are the main body of the publication and focus on specific procedures that should be adopted for design-build, bridging, a variation on design-build, and develop-design-build, a method of financing design-build and bridging projects. This portion of the publication pertains equally to owners unfamiliar with design-build as well as those who are familiar with the process.

As the Overview section of this publication suggests, AIA and AGC do not intend these Guidelines to be rigid but an outline of the major issues that should be addressed with suggestions on how to address each issue successfully. We hope the Guidelines are used in this fashion and will aid in bringing some uniformity and consistency to the design-build process in the public sector.

INTRODUCTION[1]

What activities is a project comprised of?

Once a project proceeds from an idea to reality, it is time for an owner to select a process for its design and construction. The design and construction of all projects can be divided into three distinct activities: project definition, design, and construction. These three steps can be overlapped, subdivided, or regrouped, but none can be eliminated. If one step is incomplete or performed unsatisfactorily, the following step will be adversely affected which will ultimately cause the entire project to suffer. The following is a discussion of the various components of each activity:

Project definition:

This stage can be divided into two distinct activities:

- Discovery — the identification and analysis of project requirements and constraints; and
- Integration — the description of the project and the plan, including an estimate of cost and time for delivering it.

Design:

Typically, design is divided into three separate activities:

- Schematic design — the basic appearance and plans;
- Design development — an evolution of design that defines the functional and aesthetic aspects of the project and the building systems that satisfy them; and
- Construction drawings and specifications — the details of assembly and construction technology.

Construction:

Construction can also be divided into several basic activities:

- Shop drawings — the final fabrication drawings for building systems which are performed by the contractor who is selected to construct the project to meet the design intent of the architect;
- Fabrication, delivery, and assembly — the manufacture and installation of the manufactured components of the building; and
- Site construction — the labor-intensive field construction and the installation of systems and equipment.

[1]Portions of the Introduction have been taken from a paper, "Project Delivery Strategy: A discussion of contracting methods for design and construction by 3D/International," presented by Charles B. Thomsen, FAIA, President and Chief Executive Officer of 3D/International. January 20, 1994.

What are the different ways in which a project can be procured?

Owners have a number of different options in how they can procure design and construction services which will, in turn, affect who performs the different stages of a project. Following are a number of generally accepted procurement approaches in use today:

- The traditional **design-bid-build** approach is common because many owners want to know exactly what they will get before they agree on the price or start of construction. Projects are not bid on by construction contractors until construction drawings are completed by a separate architect-engineer (AE) firm. Once the drawings and specifications are completed by an AE, the architect, acting as the owner's representative, will then ask contractors to bid a lump sum amount that it will take to construct the project.

- **Design-build** contracts are typically negotiated before project definition, or just after. All design (including construction drawings) is done by a single entity[2], the design-build contractor. This single entity has responsibility for both design and construction of the project.

- **Bridging** is a hybrid of the traditional design-bid-build process and design-build. An owner selects an AE to develop a project design through design development (approximately 30 percent—50 percent of the design work), and prepares scope of work documents which form the basis for competitive selection of the project delivery team. The AE specifies the project's functional and aesthetic requirements but leaves the details of construction technology up to the contractor. Construction technology is specified with performance specifications. The project delivery team then has single-point responsibility for final design and constructing the project.

- **Develop-Design-Build (Turnkey), Design-Build-Lease, Lease-Purchase** are financing methods in which an owner retains an entity which has single-point responsibility for developing a project: in addition to design and construction, the selected entity is responsible for providing one or more other project development functions, such as selecting and acquiring a site, financing, and even owning or operating the facility which is leased to the owner (with or without an option to purchase).

This introduction is intended to provide a context for the more extensive discussion of design-build, bridging, and develop-design-build contained in this publication.

[2]The terms "single entity" or "design-build teams" or "competitors" will be used throughout this publication to describe the organizations that submit design-build proposals. These so-called teams can take a number of forms such as a partnership, a joint venture between an architectural-engineering firm and a construction contractor, or a single corporation that has in-house design and construction capability. The type of "design-build team" formed should not, however, influence a public owner's design-build program requirements.

OVERVIEW — PURPOSE OF GUIDELINES

As discussed above, "Design-Build" is one of many methods used in both the private and public sectors to organize the selection of architects, other design consultants, and contractors for building projects. Design-build is a method of project delivery in which the owner contracts with a single entity to take responsibility for the design and construction of a project. Like every other type of project delivery method, design-build has advantages and disadvantages that make it more appropriate for some situations and projects than for others.

Public sector owners carrying out construction projects must select architects, other design consultants and contractors according to local, state, or federal procurement laws and therefore face circumstances different from private owners. Nevertheless, there are many ways for public owners to select design-build teams and to manage the design-build process. Experience has shown that some design-build selection procedures are more equitable and effective than others in meeting the needs of owners, the public, architects, and contractors for quality projects delivered on time, on budget, and fulfilling owner expectations. Based on their collective experience, the American Institute of Architects (AIA) and the Associated General Contractors of America (AGC) have compiled the following design-build guidelines for public owners. This document is not intended to be rigid, but an outline of major issues that should be addressed in a design-build procurement with suggestions for how to address each issue successfully.

AIA and AGC believe that adherence to these guidelines by public owners will provide the following benefits:

- Reduce misunderstandings and protests,
- Accelerate the selection process,
- Encourage quality firms to participate, and
- Provide owners with proposals that meet their needs.

RECOMMENDED GUIDELINES

Design-Build—General Authorizing Considerations For All Design-Build Projects

Criteria for Using Design-Build

Public agencies should adopt general criteria to be used to determine what projects will be delivered using the design-build method. The criteria should also address when to use the traditional design-bid-build and other project delivery methods, listing the comparative advantages and disadvantages of each project delivery method. Criteria that might be considered for determining when to use design-build include (1) time constraints for delivery of the project; (2) the capability and experience of potential teams with the design-build process; (3) the suitability of the project for use of the design-build process; and (4) the capability of the public owner to manage the project, including personnel to oversee the project who are familiar with the design-build process.

The introduction of each public design-build solicitation should contain an explanation of how the specific project fits the criteria for use of the design-build method.

Design-Build Procedures

Public agencies should formally adopt general procedures for selecting design-build entities and for managing design-build projects. Formal adoption will permit the public and the design and construction communities to comment on the procedures and will assure that fair, uniform, and effective procedures are followed.

The following specific project considerations can be adopted to satisfy this purpose. Of course, local laws and regulations, which in some jurisdictions limit the use of design-build, should be reviewed prior to requiring these specific recommendations.

Specific Project Considerations For All Design-Build Projects

A solicitation for a design-build project should clearly spell out the procedures to be followed in conducting the design-build selection and subsequent management of the project, including the project program and scope of work, criteria for selection, requirements for presentations, timetable for the selection process, the composition of the jury (or selection panel), and all other issues described below. It is important that these procedures be described in full at the outset to avoid misunderstandings and selection protests later. Clear procedures will also enable the process to produce a quality project, on time, and within budget.

Rationale For Selecting Design-Build and Description of Process

At the outset, the solicitation should explain how the design-build method of procurement meets the criteria in law or regulation for use of the design-build method. It should then describe the selection process, including detailed submission requirements and selection procedures, the composition of the selection panel, and a timetable for the entire procurement process. Finally, it should provide credible assurance that the project is fully funded. Failure to comply with this last requirement may detract from attracting quality firms.

Scope of Work

The statement of project requirements should set forth an owner's needs with sufficient clarity to assure there is comprehensive understanding of program requirements, project scope, and business requirements. Scope of work documents should include, at a minimum: (1) program statements for the facility that describe space needs, design goals, and objectives; (2) equipment requirements; (3) other pertinent criteria, such as energy use or accommodation for future expansion or adaptation; (4) site information, including a site survey and soil boring report describing subsurface conditions; (5) any minority business enterprise (MBE), women business enterprise (WBE), or disadvantaged business enterprise (DBE) requirements; (6) an outline of specifications; (7) budget parameters; and (8) project schedule.

The role of the owner's representative in the selection process is very important and should be identified in the solicitation. During the solicitation, the owner should also provide a copy of the contract that the winning competitor is expected to sign in order to avoid problems and disputes at the end of the competition.

In order to translate the needs of the users into a set of criteria that teams can bid on with some certainty, the scope of work should be prepared by an architect and other appropriate design professionals. The scope of work should be as flexible as possible, for several reasons:

First, a flexible scope of work will elicit creative responses from competitors that may reduce the cost of the project in the short term and improve life cycle costs in the long term. A generally stated set of program requirements will allow competing teams to suggest imaginative ways to meet the requirements by combining or reorganizing functional areas or by applying innovative design ideas, construction methods, materials, or systems.

Second, procedures for discussions between the owner and the competitors should be designed to facilitate scheduled communication to avoid possible misunderstandings of the program requirements. Nonetheless, it can be expected that, following the selection, the give-and-take between owner and the selected design-build team will result in changes to the building program and/or the design. When selections are based on flexible rather than very detailed programs, unsuccessful competitors will have little grounds to protest the selection. Thus, delays can be minimized.

Third, more projects are requiring public participation and only following the selection can the owner begin to submit the design to formal review bodies or public participation processes. Formal reviews and public participation processes may result in changes to the design, so time spent developing overly detailed designs before the selection may be time and effort wasted. Moreover, citizen groups may object to being presented with an all-but-complete design before they are consulted.

Two-Phase Selection Process

Phase One (Prequalification) Selection

The number of competitors who submit final proposals should be limited. Finalists typically produce relatively detailed proposals, and failure to limit the number can mean that the owner and its selection panel must spend an inordinate amount of time and public money comparing and evaluating proposals. Producing final proposals is expensive and time-consuming for each competing design-build team. The more unsuccessful teams there are, the more dissatisfaction with the process. It is beneficial to owners and competitors in design-build procurements to eliminate as early as possible those competitors that have no realistic chance to be selected.

Therefore, a two-phased procurement process is recommended. In the first phase, after receiving submittals, a short list of prequalified finalists is compiled. The short list should consist of three to five design-build entities, which is enough to assure competition, but a manageable number for the selection panel. Selection of a short list should be accomplished by reviewing applications packages, supplemented by brief interviews if possible, and should be based on a comparison of qualifications, to include: (1) the ability of the competitor to satisfactorily carry out the project design and construction requirements; (2) past performance of individual members of the competitor; (3) relevant experience or potential performance of the design-build competitor as a team, if the competitor is a joint venture or other teaming of separate contractors; and (4) financial capacity to perform. Price quotations from competitors should not be considered at this stage.

Phase Two (Final) Selection

Final selection criteria need to state clearly what weight will be assigned to each criterion. Otherwise, qualified competitors may unnecessarily emphasize criteria of lesser weight to the detriment of criteria of greater weight. This may lead to the best competitor not being awarded the project. Criteria typically include: excellence of the proposed design and construction approach to the project, demonstrated satisfaction of the program requirements, management plan for the project, and estimated cost of the project.

In design-build competitions, price can vary significantly as an evaluation factor. In some competitions, price is a relatively unimportant factor and, in other competitions, price can be the most important factor. An owner must make a determination, prior to a design-build solicitation, about the significance of price. This determination will be based on whether a project's design is of paramount importance or conversely if price is the most important consideration. In most instances, owners will be interested in accomplishing both: maximizing design at the lowest possible price.

An owner who is more interested in design and less on the total cost may choose to ask design-build teams to work towards a specific fixed budget. Under a fixed budget, an owner sets the total cost of the project (e.g. $15 million) and asks the teams to provide a building within that budget. A fixed budget allows the design-build teams to prepare proposals on a level playing field. When a fixed budget is specified by an owner, the teams will be evaluated on the value they can supply within the fixed budget. The benefit of this approach is that teams will maximize their focus on design. At the same time, by fixing the project's budget, the owner has also controlled the cost of the project.

Another option is to ask for price as a lump sum. In this instance, teams provide a designed project for the lowest possible price. Price becomes a competitive factor which will probably drive prices down. However, this price competition may adversely affect the quality of the design.

The purpose of this discussion is to emphasize that there are a number of ways to establish price in a design-build competition. The ideas stated here are two out of a number of different options available. There is no right or wrong way. Owners must evaluate their priorities and use price as a evaluation factor in a way that fulfills their goals. From the design-build teams' perspective, it is important for an owner to decide what role price will play and inform the teams in advance in order to avoid misunderstandings and protests.

Limited Phase Two Presentation Products

The amount of documentation required in submissions should be limited to the minimum necessary to judge adequately between competing proposals. Curtailing the detail required in phase two submissions (for example, by limiting the size and number of drawings allowed, not allowing presentation of models or renderings, etc.) reduces the time and expense to the owner as well as to the design-build competitors. Limiting the number of presentation products will attract more initial teams and also assist in creating a level playing field for all the design-build teams: better financed teams will not have an advantage simply by being able to create more lavish presentation products. Better financed teams may not necessarily translate into the best design-build entity for a particular project.

Selection Panel or Jury

Selection in both phases should be objective, based on qualifications and responses to the project requirements and selection criteria. The selection panel should include design and construction professionals from within the government agency who are familiar with the project. The jury should also include representatives of the government agency that will use the facility because, if the ultimate users are involved in the process, changes requested by the users later during the project can be avoided which can save substantial amounts of time and money. If government regulations require final selections to be made by a government official, state and federal ethics regulations may permit outside advisors to participate on panels, often without a vote. Including outside advisors is highly recommended, since they often bring fresh perspectives to the discussions and will be able to assist the agency in selecting the most qualified team.

The jury should be selected early enough so that it can review and comment on the project program prior to the issuance of the solicitation: this assures that the jury is knowledgeable about and in accord with the program requirements. The same panel should make the first and second phase selections, in order to provide continuity and consistency in the judging process.

The names of jury members should be made public and be included in the initial solicitation. Potential competitors will thereby know what design and other predilections the jury members have and can make an informed decision about whether to participate in the selection process. Moreover, qualified jurors will attract a better level of competition. Competitors and jurors should agree not to have any communications about the project or selection other than communications permitted by the selection procedures.

Compensation

A stipend should be paid to each of the unsuccessful design-build teams that completes the second phase requirements and the amount of the stipend, should be stated in the initial solicitation. In the past, teams have spent much time and money on their design submissions in the pre-selection process, far beyond what is required in the traditional design-bid-build process. By providing a stipend, owners will benefit by attracting quality teams to participate in the design-build procurement process.

If limits are imposed on the materials and documents that the competitors are required to produce during the second phase (see #4, above), it is possible to provide a modest yet fair stipend which will partially compensate the competitors for their efforts.

The winning competitor's total project compensation typically includes what was spent on its Phase Two submission, since that submission becomes the basis for developing and delivering the project. If the project does not go forward for any reason, the winning competitor should be compensated for its Phase Two costs at a minimum on the same basis as the unsuccessful competitors. If the project goes partly forward and is then terminated or suspended, the winning team should be compensated for its Phase Two costs and for its work up to the notice of termination or suspension. This recommendation is a further acknowledgment that a design-build project is far more expensive to prepare in the pre-selection process than the traditional design-bid-build process and therefore some amount of compensation is in order or quality teams will be less inclined to compete for such projects.

Furthermore, design, construction, or other concepts or methods proposed by unsuccessful competitors should not be used by the owner without compensation to the appropriate competitor. Design work generated for a proposal should be the property of each of the individual design-build teams unless and until the proposal is accepted by the owner. An owner has no need for the design work and the design-build team may have a proprietary interest in all or part of the design.

Feedback To Competitors During The Second Phase

There is a widespread misconception that "blind" competitions are fair and so competing teams are often forbidden to have private conferences with the owner's representatives (both the owners' project managers and the jury) until the competition is over. In order to answer the inevitable questions about the program, agencies often arrange public question-and-answer sessions at which all teams are present, or else written questions and agency answers are circulated to all teams. The problem is that, under either format, teams are reluctant to ask important questions that would divulge their design or financing intentions to other competitors. There is no real give-and-take between competitors and owner, and, as a result, very little useful information is exchanged.

A better solution has been used in some successful design-build projects. Each short-listed team is given an equal opportunity for direct and private communication with the owner's representatives; each team gets the same fixed amount of time. Basic elements of fairness are retained and each team can ask any questions of the owner. The result is proposals that respond more directly to the agency's intentions. A side benefit is that the agency managers have an opportunity to evaluate how each team approaches the project and how it interacts in a private working session that is akin to how owners and team will have to work together to carry out the project.

After Selection

It is extremely important to provide candid feedback to unsuccessful teams after the selection process has been completed. This recommendation can not be overemphasized as, aside from compensation to short listed teams (see #6, above), a failure to debrief unsuccessful competitors has been one of the main complaints of design-build competitors. This issue is important because fairness on the part of owners will lead to more satisfied competitors who will want to compete on future projects.

Written jury reports should be provided after each phase describing why the successful competitors were selected. Waiting until a contract is signed, as is often the practice, means there is a significant delay between the time of selection and the jury report and the delay often contributes to a sense of frustration and perceptions that the process may not have been fair. Teams want and need to know why they were unsuccessful and how they can improve themselves for future design-build competitions. A more thorough debriefing will reduce the possibility of formal protests on design-build selections; in return for a more complete debriefing, finalists may agree to waive their right to protest.

Bridging

How is bridging different than design-build?

Bridging, as defined earlier in this publication, is a variation of the typical design-build process already described. In a bridging procurement, teams are provided bid documents that define the functional and aesthetic characteristics of a project by a separate architect-engineer (AE) who has a separate contract with the owner. This separate AE entity takes the design through to design development and is normally precluded from participating on a design-build team and serves as the owner's consultant during the final design and construction phase. The project is then bid on by teams that complete the final construction drawings and the team becomes the architect-of-record. Unlike a typical design-build project, a number of issues previously discussed in the context of design-build do not apply to a bridging procurement. Thus, limited phase two presentation products are not of the same concern because there is no design work. Similarly, jury selection and compensation for the short-listed teams are not as significant issues in bridging because the design concept has been established and, after prequalification in phase one, phase two deals with price only.

Additional Considerations

1. It is necessary to delineate clearly the boundaries between the responsibilities of the designer who performs the preliminary design and the design-build entity's responsibilities for design and construction. The solicitation needs to be clear about the first designer's responsibilities on the project beyond his or her initial effort.

2. For a discussion of the options for obtaining price proposals, see pages 9-10.

Develop-Design-Build (Turnkey), Design-Build-Lease, Lease-Purchase

Develop-Design-Build and the other types of design-build described in the above heading are not actually procurement systems for delivering the design and construction of a project. These systems are financial arrangements that could apply to both design-build and bridging procurements.

Additional Considerations

Since the design-build entity is expected to perform in areas beyond design and construction, the entity must be evaluated in those additional areas. This will require adding evaluation criteria during both phases of selection as well as adding to the selection jury members who can evaluate the additional areas of competence required, which are largely issues of financial capability.

CONCLUSION

AIA and AGC believe that these Guidelines will improve the selection process for design-build projects. When implemented, AIA and AGC believe that these Guidelines will benefit public owners as well as the design and construction community by bringing uniformity and consistency to the design-build process in the public sector.

III. OWNER'S GUIDE TO A SUCCESSFUL PROJECT

To the inexperienced owner, just the thought of designing and constructing a new facility brings pangs of anxiety. Worse yet, anticipating the renovation of an existing facility while continuing ongoing operations likely brings thoughts of pursuing a different line of work.

The Associated General Contractors of New Hampshire has carefully considered the issues of the construction process and owners' perceptions, expectations and goals. This guide provides a straightforward discussion of the questions most often heard from owners as they begin the process of procuring professional design and construction services.

The question of the best or most appropriate delivery system (conventional bid, construction management, design-build) has been included just prior to this outline. It is a complex issue involving project specific questions best addressed through discussions with your design or construction professional. The questions posed, however, should afford both the first time and experienced owner a better understanding of the design and construction process.

What are the most important criteria for selecting an architect, contractor or engineer?
The selection of your design and construction professional is clearly the most critical decision you will make in developing your project. There are several important questions to be asked when reviewing a firm's or individual's qualifications.

Does the firm or its key personnel have experience with similar projects?
Similar projects include not only those of similar use but also projects of similar size, cost or complexity. Has the firm or its key personnel successfully completed projects under similar development conditions?

Development conditions may include:
- Geographic location
- Renovations (both occupied and unoccupied)
- Schedule (fast-track, phased, etc.)
- Special environmental conditions (winter construction, hazardous materials, wetlands, special permitting, etc.)

How will you staff my project?

Will the same personnel be assigned throughout the duration of the project?

What are the educational and experiential qualifications of key personnel?

What is the concurrent workload of both the firm and key personnel?
Perhaps most importantly, insist on meeting with the key individuals to be assigned to your project.

Which references are most important to check?
References are very important in that they create a historical image of the firm. Time should be the only limiting factor in the references, which you check. Some specific areas to research are:

- Financial - banks, lenders, credit rating
- Trade - suppliers, service accounts
- Clients - especially recent and similar project types
- Industry Peers - competitors
- Authorities and Agencies - especially those that might be involved in your project safety records

Are there any issues apart from professional qualifications that I should consider?
Often there are particulars of your project that will impact a choice between two otherwise equally qualified firms. Some issues to consider are:

- Does it matter if my contractor is union organized?
- Is direct experience with local authorities a "must" qualification?
- Is participation by local firms necessary to insure voter or other approvals?

Once I have a complete set of documents, do I have a guaranteed construction price?
Unfortunately, the answer to this question is no. The design and construction of a facility is a very complex process involving scores of firms, hundreds of personnel and thousands of components. No amount of prior planning, regardless of cost, can anticipate every possible scenario. The following are just a few of the many events that may occur during the development process which effect the size, quality and cost of your project:

Complete Documents:
All quality design professionals seek to prepare accurate and complete documents. Each project, however, is a unique and custom creation, never before constructed under exactly the same conditions. It is impossible to even approximate "complete" documents without expending many times the amount of fees traditionally budgeted for construction projects. Minor revisions and additions to design documents should be expected in all projects.

Unforeseen Conditions:
The exact nature of subsurface site conditions and concealed conditions in existing construction are difficult and expensive to discover prior to construction.

Changes in Codes and Regulations:
During the development process a regulatory change may mandate a change to the project specifications. Code authorities may also reconsider or alter prior decisions, again requiring a field change.

Act of God/Nature:
Severe and unusual conditions can affect your project through damage or delay. Some conditions may not be insurable.

Material Shortages:
Strikes, weather, regulatory issues and other unforeseen events may result in delays or require the substitution of more expansive materials.

Changes in Scope:
Changes in your own organization may require that the project be revised during construction.

If changes during construction are possible or even likely, how do I plan for these unknowns?
First, by working with qualified, experienced professionals the likelihood of unreasonable extras is diminished. Second, prepare for possible unforeseen conditions by funding site and existing facility explorations. Your professionals can assist you in determining the reasonable extent of such studies. Lastly, always allow for a contingency item in your total project budget. Again, your design or construction professional can recommend an appropriate contingency for your specific project.

What types of protection do I have that will assure that my project is of high quality and completed on time and budget?
Clearly, the best protection an owner can provide is to work with the highest quality design and construction professionals available. Having done this, there are other specific protections to be considered.

- Design professionals professional liability insurance.
- Contractor/subcontractor performance and payment bonds.
- Lien waivers required with each contract progress payment.
- Joint checks for subcontract and/or material payments.

What does the Owner contribute to the development and design process?
There are many critical aspects of a successful project that are controlled and managed by the owner. A few of the most important are:

- Establish clear goals and objectives at the beginning of the project.
- Commit the necessary financial resources and communicate budget constraints to all team members.
- Appoint an owner's representative who is capable, responsive and in a position of authority. Provide accurate information on sites, soils, existing buildings, etc.
- Foster a spirit of cooperation and communication between all team members.
- Maintain an open mind to creative solutions, thereby eliciting the best from all team members.

IV. Reasons to Select an AGC Contractor

Why should you select an AGC of NH contractor? There are many important reasons outlined on this page. The Associated General Contractors limits its membership to contractors who have the highest qualities of skill, integrity and responsibility, and whose dealings are honorable and ethical. Contractors of the AGC of NH are truly professionals in the construction industry, and have a long history of conforming to the highest professional and ethical standards in the business.

AGC Contractors:

Are in business for at least two years to ensure credibility - AGC contractors are required to be in business for two years and to show that they have established an honorable reputation within the industry in that time.

Fulfill training and safety regulations - AGC contractors conform to the highest safety standards and take advantage of the many types of training offered by the Association.

Are up to date on rules and regulations that affect the construction industry - Through the AGC bi-weekly newsletter, contractors are informed of changes on new and existing State, Federal and safety regulations, and conform to standards of the Occupational Safety & Health Administration.

Contractorss endorse the AGC motto of "Skill, Integrity, and Responsibility" - Since its founding in 1949, the first purpose of the AGC has been to make membership in the Association a reasonable assurance to the public of these values.

Contractorss use documents that reflect a forward-looking attitude - Every document published by the AGC reflects credit upon the industry and its members as forward-looking business men and women.

AGC contractors believe in working towards improving standards in their industry - and toward a better construction service which benefits the public.

V. Who to Contact for Additional Information

The AGC hopes this guide has served to provide you with useful information. It is our sincere belief that by gaining a full understanding of the design and construction process and by working closely with qualified professionals, each of your projects can be an enjoyable and outstanding success.

If you need additional information you may contact the Associated General Contractors of New Hampshire or visit our **website at NH.AGC.ORG** .

New Hampshire Hospital Historic Resources Form
Walker Building

I. Summary Data

Original Use: Male and female patient dormitory

Level of Significance: Very High

Map #/Address: #31

Size: 121,290 sq. ft.; 1,710, 668 cu. ft.; 3 story

Construction Date: 1913 (opened May 24)/1917 (opened March and Nov.)

Structural Type: Brick and cinder filled wood joist (1939 Master Plan)

Renovations: 1920, 1932 (1939 Master Plan); 1972 (1975 HVAC Report)

Architect: Kendall & Taylor/Charles R. Whitcher

Architectural Plans:
- May, 1911/Kendall, Taylor & Co.
  blueprints: plans, sections, elevations; blueprints: floor plans
- August, 1915/C. H. Whitcher
  blueprints: plans, sections, elevations; blueprints: H & V plans for addition
- May, 1931/C. H. Whitcher
  blueprints: tunnel plans and sections
- 1938/Wells, Hudson & Granger
  blueprints: floor plans with addition

Historic Photographs Copied from NHH Collections
- Aerial view of campus from east; ca. 1939
- Aerial view of campus from west with Walker in foreground; 1940s
- Aerial view of campus from east; 1951-1955
- Aerial view of campus from south; 1951-1955
- Aerial view of campus from east; after 1955; probably late 1950s
- Occupational Therapy workshop; early-mid 20th century

II. Statement of Significance

The Walker Building is a component of major significance to the NHH campus, breaking new ground in its scale, plan, location, and purpose. It was the first major architectural response to the new direction charted by Chapter 61 of the Acts of 1903 which mandated state responsibility for the so-called pauper insane. It was also the first to be constructed outside the immediate orbit of the Main Building, thus establishing a new direction for campus planning. Finally, its architectural design by noted hospital architects Kendall, Taylor & Company, was trend setting. Like the 1842 Main Building, it consisted of an administrative core framed by wings for male and female patients. Unlike the Main Building, however, it was built on the new day-hall and dormitory plan, introduced to NHH with the 1903 North and South Pavilions.

Evaluation Criteria (Walker)

A. Function/Importance to campus	5
B. Quality of Architecture	5
C. Historical Associations	5
D. Condition	3?
E. Integrity	5
F. Siting	4
G. Construction Date	3
H. Degree of Innovation	5
Total:	**35**

III. History

The Walker Building was constructed in response to Chapter 61 of the Acts of 1903 which mandated state care for the so-called pauper insane. The trend toward State Care was a national one initiated in New York in 1890. The intent of the movement was to dissolve the link between poverty and insanity in the public mind, to improve care of the insane through refined methods of classification, and to achieve economies of scale that could not be realized at the local or county level. In practice, State Care overwhelmed existing campuses with unprecedented numbers of patients. At NHH, the 1903 population of 475 more than doubled in ten years, reaching 986 in 1913. The following year, the number of patients rose above 1,000 for the first time.

These vast numbers of patients, most of whom were wards of the state with incurable, chronic forms of mental disease, prompted a new direction in campus planning and architectural design. At NHH and elsewhere throughout the nation, the old congregate "Kirkbride" buildings had been expanded to the maximum feasible extent. Thus, some recommended that these expensive structures be reserved for the treatment of various classifications of acute insanity, while less expensive, satellite cottages were constructed to provide comfortable, long-term accommodations for chronic cases. Economy was achieved through restraint in exterior architectural embellishment coupled with an open day-hall and dormitory plan. When considering this type of building, the NHH Board of Trustees noted that "a group constructed on the lines of these plans would be as inexpensive as is consistent with safety and would prove economical in administration."[1]

Designed by the noted Boston architectural firm of Kendall, Taylor & Co., on a model developed in New York[2], Walker Building was New Hampshire's first major architectural response to the prevailing State Care theory. It was preceded by the North and South Pavilions of 1903, and the Peaslee and Kent Annexes of 1909 which increased NHH's total patient capacity to 868.[3] These earlier examples followed the traditional pattern of expansion to the Main Building, but introduced the open day-hall and dormitory plan which combined better light and ventilation with cheaper construction costs at the expense of privacy.

---

[1] Annual Report 1910: 35

[2] The design of the Walker Building was derived from the Hudson River State Hospital at Poughkeepsie, New York which was one of two visited by a sub-committee of the NHSH Board of Trustees (Norwich State Hospital in Connecticut was the second) to inspect "new buildings of the most approved type". New York gave the trustees plans for a 400 patient building which they are repeating elsewhere; its Maltese cross shape plan encompassed an administrative core with physicians offices and quarters, kitchen, and dining rooms, framed by male and female wings containing open dormitories and day halls (1910 Annual Report: 30-31; 34-35).

[3] Annual Report 1910: 29

Walker represented a more complete break with the past, and is important as the prototype for later wards like Brown (#29; 1924) and Tobey (#30; 1930/ 1936). All three were intended to provide pleasant, but relatively inexpensive accommodations for long-term chronic patients who were supported largely at public expense. This building type was first described in 1908 when Supt. Charles Bancroft noted that new admissions and county transfers were far above projections, and were overwhelming existing facilities.

> Such new buildings need not be of expensive type. Buildings of slow burning construction, of one or two stories, erected on the dormitory and day room plan, and located on the grounds at some little distance from the main buildings would be suitable. These additions would provide for not less than seventy-five to one hundred patients of either sex.[4]

The new plan was favored for several reasons. The large, open day halls and dormitories were cheaper to construct and administer than the old single cell plan, and also provided superior lighting and ventilation. Another advantage was the inclusion of an administrative core with physician offices, congregate dining room, kitchen, and workshop, allowing more distant siting from the Main Building. In addition, separation and articulation of the patient wings helped to foster intimacy of scale within the program of a larger and more economical building. Importantly, the plan allowed for phased construction so that new space could be added in response to actual population growth, and helped to spread out costs. Inclusion of an occupational therapy workshop in the center basement demonstrates the increasing emphasis on employment as both a remedial measure and an economic necessity. Walker's independent kitchen was unique. In 1944 it was enlarged to serve Brown and Tobey Buildings as well.

Walker was constructed in two phases from 1911 to 1917, a period when the hospital population grew from 923 to 1,206. The first phase, including the administrative centerpiece and north wing, was authorized by the state legislature in 1911 with an appropriation of $187,000. When Walker's doors opened on May 24, 1913 with space for 212 patients and 50 staff, the total patient population stood at 986.[5] Superintendent Bancroft stated that the new building was intended for the "quiet, industrious class". Until the second wing was constructed, male patients occupied the first floor with women on the second. The third story contained staff housing, with rooms for male and married staff in the wing, and female nurses in the administration building.[6]

Soon after opening, Superintendent Bancroft described Walker's virtues thus:

> The Walker Building is a complete unit in itself and has proved easy of administration and economical in its operation. All the patients have some practical and useful occupation. Some work in the kitchen and congregate dining rooms, others perform some sort of housework; the women do all the sewing and mending of the hospital, besides engaging in rug making, knitting stockings, basketry and other useful and diversional employment. Several patients have been encouraged to cultivate small plots of ground, raising flowers and garden vegetables. [7]

---

[4] Annual Report 1908: 17

[5] Annual Report 1912: 15

[6] When completed in 1917, the third floor of the addition housed 32 additional staff (Annual Report 1926: 15)

[7] Annual Report 1914: 3-4

Funds in the amount of $15,750 (misprint?) were appropriated in 1917 to construct the south wing. Its appearance was identical to the earlier sections, but Charles C. Whitcher was noted as the architect. The first ward of the new wing opened in March of 1917, and the second in November. By then the total hospital population stood at 1,253. In 1926 the classification of patients at the Walker Building was changed from the "quiet industrious type" to the "more demented types". According to the Trustees, the "arrangement of this unit seems to be especially well adapted for such a group on account of its large dormitories and congregate dining-rooms." [8] In 1938, dormers were added to the attic to improve and increase employee lodging.

Kendall, Taylor & Company was a well-known turn-of-the-century Boston firm that specialized in hospital design. They were successors to Rand & Taylor who had designed the Bancroft Building of 1882. Henry H. Kendall (1855-1943), his son Albert S. Kendall (1883-1941), and Bertrand Taylor (1855-1943) were noted for innovative buildings at mental health facilities throughout Massachusetts including Worcester State Hospital, Westborough State Hospital, Taunton State Hospital, Boston Psychopathic Hospital, Wrentham State School, and Belchertown State School. The Craftsman style design of Walker Building is similar to the firm's other early-20th century projects.[9]

The Walker Building has been known by that name throughout its history:

> Joseph Burbeen Walker (1822-1913) was born in Concord in 1822. He was graduated from Phillips Exeter Academy, Yale College, and Harvard Law School. He was admitted to the New Hampshire Bar in 1847. He was director of several New Hampshire railroads and banks. He was a member of the Board of Trustees of this institution for 46 years [through 1907]. He wrote a chapter about the New Hampshire State Hospital in a History of Concord. In his old age he lived the quiet life of a country gentleman on his ancestral farm. He died in January 1913 at the age of 91. He retired from the Board of Trustees six years prior to his death. The Board of Trustees said, on this occasion, in their report, as follows: 'For nearly 60 years Mr. Walker was identified with the history and growth of the New Hampshire State Hospital. Rarely has any institution had the benefit of a service as long and as faithful.[10]

Summary Chronology

- **1911:** $187,000 appropriated to construct centerpiece and north wing;
- **1913:** North wing and administration center opened on May 24;
- **1917:** South wing opened March and November; screens added to verandahs;
- **1920:** Interior of south wing and exterior of north wing painted;
- **1926:** Patient classification changed from "quiet" to "demented";
- **1938:** Attic employee rooms improved with dormers and insulation;
- **1939:** Suitable only for dormitory class of patients for whom it was designed;
- **1944:** Kitchen expanded to serve patients at Brown and Tobey;
- **1952:** Kitchen enlarged and re-equipped to meet new demands;
- **1975:** Used for storage, office, library, day care;
- **1984:** Concord Fire Department, Handicapped Education, hospital storage.

---

[8] Annual Report 1926:13

[9] Withey 1970: 339-340, 590)

[10] Who's Who

IV. Architectural Description

The Walker Building was the first major patient-care facility to break away from the immediate orbit of the Main Building of 1842 (#22), with a site well to the rear, at the northwest corner of the campus. It faces west toward Fruit Street over a broad lawn, and is approached by a circular drive. Its innovative three-part "dumb bell" plan echoes that of the Main Building with a central administrative core framed by patient wings. Here, the wings are more fully articulated to admit maximum amounts of light and air, and are built on the open day-hall and dormitory plan introduced by the Main Building's North and South Pavilions of 1903.[11]

Walker's center section rises three stories from a granite foundation and partially exposed basement story to a solid brick parapet. It is fronted by a Classically inspired, two story portico whose balustraded upper deck was later enclosed and screened. A two-part rear wing extends eastward from the center section. The three-story inner portion contained a dining area and possibly the workshop, while the kitchen occupied the outer one-story part with monitor roof. The Craftsman style wings are built on the cruciform plan that was popular at the time, and rise two stories to overhanging slate hip roofs with exposed rafters. Hip roof dormers light attic space that contained staff living quarters. Two story, concrete verandahs with screens, line the outer rear sides of the wings. The outer front corners contain flat roofed sections that appear to be additions. Windows with granite sills are generally paired with 12/12 sash, or transomed with 8/8 sash. The wings are connected to the center section by three bay, two story, flat roofed hyphens. A covered bridge on a metal trestle connects the kitchen with Tobey and Brown Buildings.

Character-defining Elements (Exterior)

- Siting: Located at distance from Main Building where it became focus of new group;
- Shape: Symmetrical, highly articulated, three-part plan and massing consisting of an administrative core framed by nearly free-standing cruciform wings; reduced impression of large scale;
- Materials: Red brick exterior with cast stone, granite, and wooden trim;
- Style: Wings whose Craftsman-derived design was considered most suitable for quiet chronic patients; contrasts with Classical Revival detail of center section;
- Roof: Overhanging slate roofs with exposed rafters are dominant stylistic feature;
- Openings: Windows with 12/12 sash that are aligned vertically and horizontally, and often paired;
- Projections: Related to three-part massing; highly articulated wings and centerpiece read as distinct elements; two story Classical-derived portico of center section highlighting its administrative function;

Character-defining Elements (Interior)

- Built on the innovative open day-hall and dormitory plan characterized by flexibility, and well lit and ventilated open spaces;
- Tin ceilings subdivided by large beams;
- Five-panel metal and wood doors;
- Fireplaces in some wards;
- Stairwells lit by skylights.

---

[11] The Main Building's Chandler Wing of 1849-1850 is actually the first instance of the open dormitory plan at NHH. It was quickly viewed as a mistake whose economy, airiness, and flexibility were outweighed by lack of privacy, and was soon subdivided. By the early-20th century economic concerns overrode those of privacy as the population soared.

IV. Landscape Elements

Walker's original setting was pastoral, overlooking undeveloped farmlands to the south and Asylum Pond to rear (E) until that was filled ca. 1935-43.

The modern period is reflected in the rear (NE) parking area that was created before 1955, and the front (SW) parking area appeared after 1974.

Character-defining Elements

- U-shaped drive leading from street to center section;
- Front lawn maintained in turf and planted with mature trees;
- Generally undeveloped setting.

VI. Planning/Design Recommendations

General: Any renovations, additions, or demolitions should preserve the character-defining elements (exterior, interior, and site) cited in sections IV and V. These are the specific features that combine to express the building's unique architectural and historical significance, along with its contribution to the overall campus development. Loss of these elements would diminish the essential value and ability to express the building's role in the continuum of the NHH campus history.

Walker has survived with few alterations or additions. That integrity, coupled with high historical and architectural significance, makes it a high candidate for rehabilitation and reuse.

Site:

- Maintain front lawn and mature plantings;
- Maintain U-shaped drive;
- Remove front (SW) parking area.

Building Exterior:

- If new window sash is required, maintain current small pane configuration;
- Maintain three-part massing which is innovative and very important; do not fill recessed spaces; do not demolish center section or lateral wings;
- If additions are required, avoid front facade and maintain symmetry (i.e.: don't add to just one side); use similar materials, and use spare Classical Revival and Craftsman design elements to inform new design;
- Retain and repair center section portico;
- Retain and repair distinctive overhanging slate hip roofs of the wings with their dormers and exposed rafters;
- Consider relocating handicapped ramp to side or rear location; employ reversible design based on historic elements (present ramp does this by employing simple iron rail similar to original rails at main entrance).

Building Interior:

- Maintain sense of open interior wards if possible; if subdivision is necessary, consider partial height partitions or other innovative approaches;
- Maintain existing character-defining features when ever possible.

VI. Bibliography

Besser, Janet. *State Hospital Inventory*. 7/20/1984. Inter-office memo.
Dynamic Integrations Corp. *Building Survey (HVAC)*. 1975.
Heritage Concord, Inc. *Concord's Best Kept Secret: The Campus and Buildings of the New Hampshire State Hospital*. fourth annual walking tour. 1992.
Lind, S. (M.D.) *New Hampshire Hospital Who's Who*. 1955? (typed manuscript).
New Hampshire Hospital. *Annual Reports: 1842-1956*.
New Hampshire Hospital. *Hospital Appropriations List: 1838-1934*. 1934.
Savage, Dierdre. *Inventory of Architectural and Engineering Records Before 1950 Owned By The State of New Hampshire and The Hampshire Historical Society*. 1984. (typed manuscript).

Walker Detail Chronology (to be part of technical appendix)

1881: Writing in 1881, Supt. Bancroft described the need for architectural variety to meet the needs of patients of differing condition and economic/social background. He was straightforward about the role of an open ward plan in serving the needs of economy, or cheaper construction. This goes along with observation that the buildings of NHH clearly reflect the progress of treatment for the mentally ill; last sentence explains widespread use of large wards in early 20th century when the county pauper patients were admitted. "But a set of buildings, in order to realize this and meet the wants of all shades of character and condition among patients, must be so planned as to admit of a great diversity of apartments as to character and location, including the possibility of much subdivision. Without this, a discriminating classification is impossible. They should afford retired rooms for the single person, facilities for the association of the few, and the public or larger ward. This last is an object on grounds of economy, and not less for sociability among those adapted to this arrangement. This institution is obliged to provide for all forms of mental disease in all classes of persons, and, therefore, all these features should be represented." (1881 AR: 38); One of the indirect results of adopting this modified plan of buildings (as far as practicable) will be to diminish the contrast between life in the institution and ordinary domestic life. In the degree to which this can be done, will be lessened the reluctance felt to resorting to a public institution for care and treatment urgently needed, yet impracticable at home, both on the part of the patient and friends. (1881 AR: 40)

(see McFarland's 1872 Treatise on need for such accommodations; learned that different forms of insanity require different types of architectural accommodation for best treatment results); "...classification should grow out of individual conditions rather than an arbitrary principle. Large wards composed of persons in advanced stages of disease are practicable, and the contacts mutually harmless; but it is otherwise with recent attacks, in which many of the faculties are in healthy operation, and the sensibilities morbidly alive. (1881 AR: 34) "But a set of buildings, in order to realize this and meet the wants of all shades of character and condition among patients, must be so planned as to admit of a great diversity of apartments as to character and location, including the possibility of much subdivision. Without this, a discriminating classification is impossible. They should afford retired rooms for the single person, facilities for the association of the few, and the public or larger ward. This last is an object on grounds of economy, and not less for sociability among those adapted to this arrangement. This institution is obliged to provide for all forms of mental disease in all classes of persons, and, therefore, all these features should be represented." (1881 AR: 38) "One of the indirect results of adopting this modified plan of buildings (as far as practicable) will be to diminish the contrast between life in the institution and ordinary domestic life. In the degree to which this can be done, will be lessened the reluctance felt to resorting to a public institution for care and treatment urgently needed, yet impracticable at home, both on the part of the patient and friends." (1881 AR: 40)

1888: Present events indicate that number of patients, especially chronic, will continue to rise; suggest separate building near western border...would most effectually remove some of the most noisy and objectionable patients from the sight and hearing of those who are more acutely sensitive. That such a structure could be built and maintained at a moderate cost, I think there can be but little doubt, for the class of patients who would occupy such a building would not require the more expensive furnishings and equipments of the more intelligent and convalescent patients." (1888 AR: 14)

1891: Cottages for noisy, filthy, violent (these patients seem to be in Peaslee and Kent at the time) should be plain and substantial in architecture and furnishings; should be placed away from Main, pref. on south border (Walker)

11/1891: suggest separate building with center and wings for 100 disturbed patients (1891 AR: 117; Walker); new plumbing for Peaslee (1891 AR: 126); Trustees

recommend new building rather than expansion of main to meet new space needs; It should "consist of a center administration building, flanked by two wings capable of accommodating an hundred patients, or thereabouts. It has also been suggested that it be so planned as to meet the requirements of those classes of patients most likely to disturb the peace of the general household. But no design has yet been matured, nor has a settled policy even, as a basis of such, been arrived at. (1891 AR: 117;later converted to this use)
1893: to meet needs of expanding population, we need plain, two story, brick building with center and wings, capable of expansion when needed (Walker; 1893 AR: 11)
1894: Bancroft and Twitchell are only new buildings in past decade of growth; they serve a very special class of patient "the convalescent and appreciative insane, the number of which at any time is comparatively small. Thus it happens that while the classification of certain forms of mental disease has been facilitated by the erection of these buildings, the congestion in the wards for the chronic and acute insane (Walker) has not been materially relieved"; almost all of population increase is in chronic class, not acute or convalescent; thus new buildings must be designed for them (1894 AR: 16); Need for greater capacity to meet needs of growing population; suggest new cluster to include administration building, kitchen, boiler house, and two separate houses for male and female patients; a plan to accommodate 100 has been prepared; must be capable of expansion (1894 AR: 13; 22); 86 over census "Unfortunately the overcrowding is in the wards of the Peaslee and Kent buildings that were intended for only half the number that now occupy them. At night these patients are obliged to sleep on cot beds, and at meal time many are crowded into small dining rooms which were originally intended for much smaller numbers...." (1894 AR: 21) New building to relieve them is first priority (Walker)
1906-1908: New admissions and county transfers are overwhelming population projections; need more new buildings for quiet, chronic, industrial class. "Such new buildings need not be of expensive type. Buildings of slow burning construction, of one or two stories, erected on the dormitory and day room plan, and located on the grounds at some little distance from the main buildings would be suitable. These additions would provide not less than seventy-five to one hundred patients of either sex."(1908 AR: 17)
1908-1910: Main building has been extended and appended to limit. Thus, a separate building is needed to meet expanding space needs related to Chapter 61/1903. Topography points to a site on the west; Trustees committee visited Hudson River State Hospital at Poughkeepsie, NY and Norwich State Hospital in Conn to inspect "new buildings of the most approved type". New York gave them plans for 400 capacity building which they are repeating elsewhere (standardization); Maltese cross shape on dormitories and day hall plan, with physicians offices and quarters, kitchen, and male and female wings. (TR: 30-31; SR: 34-35). "a group constructed on the lines of these plans would be as inexpensive as is consistent with safety and would prove economical in administration (1910 AR: 35) First separate building to house men and women and to include administrative uses; like a mini-Main Building.
1910-1912: 1911 appropriation to erect administrative center and one wing, modeled on NY; scheduled to open 1913; phased construction is an advantage; second wing can be cheaply added when population growth warrants (1912 AR: 9-10); Walker tied to main power plant; $187,500 appropriation for "a new group of buildings with a capacity of two hundred and twelve patients and fifty employees." C.B. Hoitt Co. of Manchester low bidders as contractors; named for Joseph Walker, trustee for 60 years (1910 AR: 15); First story with granolithic floor contains flour/cereal storage room, paint shop, mattress/broom/brush making/upholstery shop (this appears to be the day hall!); 30 patients working in latter to supply mattresses for building (1912 AR: 16); Payments to Kendall, Taylor for architects' commission (83ff; seems to indicate construction supervision; although construction payments are to Hutchinson Building Co, not Hoitt)
1912-1914: opened 5/24/1913 (jan had been hoped); present capacity is 212 but will be 424 with second wing; intended for quiet, industrious class; men now on first floor and women on second; male and married staff third; female nurses third story of admin;

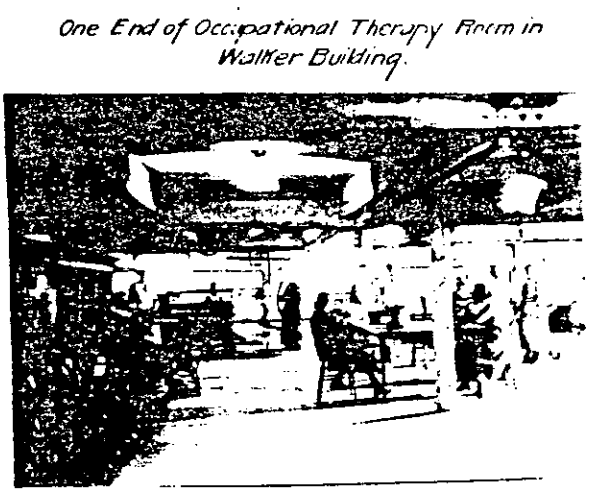
building houses total of 270; "The Walker Building is a complete unit in itself and has proved easy of administration and economical in its operation. All the patients have some practical and useful occupation. Some work in the kitchen and congregate dining rooms, others perform some sort of housework; the women do all the sewing and mending of the hospital, besides engaging in rug making, knitting stockings, basketry and other useful and diversional employment. Several patients have been encouraged to cultivate small plots of ground, raising flowers and garden vegetables. Dr. and Mrs. Herrin were placed in charge of this new unit, and have administered their trust most faithfully (Herrin was one of four assistant physicians; took place of supt as house parents) (1914 AR: 3-4)
1916-1918: K Ward opened 3/1917 and L Ward opened 11/1917; eventually south wing is to be for women and north for men (like Main Building); verandahs at Walker and Main building screened (1918 AR: 6)
1918-1920: inside south wing and outside north wing painted (1920 AR: 12)
1920-1922: Walker wing was last appropriation since 1915 for patient care building despite rapid growth (from 1206 when it opened in 1917 to 1426 in 1922) (1922 AR: 5)
1924-1926: During the past year, the classification of patients at the Walker Building has been changed, this building now being used for the care of the more demented types. The arrangement of this unit seems to be especially well adapted for such a group on account of its large dormitories and congregate dining-rooms." (1926 AR: 13); The third floor of the addition houses 32 staff. (1926 AR: 15)
1930-1932: Want to enlarge dormers. "Some of the floors in the same building are laid on strapping and cinders and they warp enough to become dangerous to the patients" request $7,500 to fix (1932 AR: 7); has been painted inside and out and new light fixtures installed that will save money (1932 AR: 16)
1936-1938: employees attic rooms finally reconstructed with insulation and additional windows for $10,000 (1938 AR: 12); extra toilets added to O.T. Corridor which is growing department (1938 AR: 19)
1942-1944: kitchen serving Brown and Tobey as well; cut down on normal canning operations (1944 AR: 19)
1946-1948: need to enlarge kitchen which serves almost as many as Main Kitchen (1948 AR: 15)
1948-1952: kitchen renovated and newly equipped (1952 AR: 29)

New Hampshire Hospital Historic Resources Form
Walker Building Photographs



West facade
Current view

Basement Occupational Therapy Room
ca. 1930s





Main entry detail, current view

Walker Building

The historic Walker Building just barely survived being razed. $1.8 million had been included in the capital budget a few years ago to demolish it, which has since been rescinded.

This handsome tripartite building contains about 96,500 square feet, plus a partial basement suitable for storage. The structure is of masonry bearing design with framed floors or slabs on grade. The roof is supported rafters or trusses. There is no evidence of serious structural distress apparent on first examination, although the building requires maintenance and repair to assure its continued structural integrity. This includes repointing, roofing replacement/repair, exterior trim painting and caulking, and repair of sash and doors.

Initial consideration of available reports indicates that the capacity of the floor systems above grade is limited. Our structural engineer has some reason to dispute the conclusions reached in the reports. With careful and thoughtful analysis, he thinks the floor capacities can be expected to be at least 50 pounds per square foot for live loads, and perhaps greater, which would allow a wide variety of usages, such as offices with fixed partitions.

He adds that the open porches need repair and weather protection; and that the final use of these is limited because of floor capacity limits which can be expected to exist. The porches may be considered for removal, structurally, or be further modified to be enclosed as usable interior space, depending on the proposed future occupancy of the building.

Walker Building is somewhat unique among Campus buildings in that it stands rather alone in the northwestern corner of the property, which should be considered when programming its future use. At one time, its site was under consideration by the designers of the Concord High School additions and renovations; but splitting off Bow students from the high school has obviated that need.

The building's tripartite structure, with a central section connected to two symmetrical wings featuring large, open day wards with decorative metal ceilings that are arranged in pinwheel fashion around vertical circular cores, makes Walker a very flexible building, conducive to being used by one agency or many. The central former administrative wing features a handsome, large open space, with the former kitchen area appended to the rear.

The third (top) floor of Walker is different in character from the other but still quite pleasant, with lower ceilings, dormer windows, and smaller rooms. Part of the three-quarters basement is currently used for storage, such as tons of core samples; and an attempt was made to create some short retaining walls to allow for full height passage in selected areas, although they were poorly designed and have failed in places. There was evidence of water in the basement, as well, which will have to be dealt with whether or not perishable storage is contemplated there.

Another consideration is that the steam line feeding the nearby Tobey Building runs underground from the Steam Plant, into the basement of Walker, then up two floors and across a bridge towards Tobey, until it hits the elevated grade and continues underground the rest of the way. Any removal or alteration of the rear of Walker, then, must take into account the potential relocation of that steam line.

CULTURAL RESOURCES ANALYSIS

NEW HAMPSHIRE HOSPITAL CAMPUS MASTER PLAN

CONCORD, NEW HAMPSHIRE SUMMER 1990

FOR COMMITTEE ESTABLISHED UNDER CHAPTER 391, LAWS OF 1991, LEON CALAWA, CHAIRMAN

SHEERR & McCRYSTAL, INC., ARCHITECTS & PLANNERS, NEW LONDON, NEW HAMPSHIRE 03257

OWNING VS. LEASING

Another interesting aspect of cost estimating relative to the Campus was pointed out during a recent study done by the New Hampshire Division of Public Works, assessing the relative merits of owning space versus leasing it. They found that, assuming a 6% bond rate, it costs the same amount of money over 20 years to own 120,000 square feet of space as it does to rent 40,000 square feet! This eye-opening statistic lends credence to the idea that it is economically desirable to rehabilitate the vacant buildings on the Campus. Tempering the difference somewhat is the additional cost of maintenance for owned facilities; but that is more than offset by the fact that, at the end of 20 years, you own the building!

RENOVATED VS. NEW BUILDING

The cost estimates developed for this report also show that to rehabilitate the buildings on the Campus compares favorably with new construction, which would be considerably more expensive. In fact, recent state experience corroborates that fact. For example, the renovations to Spaulding for the Department of Labor's offices cost only about 60% of what the new Fish & Game Headquarters in Concord cost and only about 70% of the Department of Safety's offices in the Hayes Building, once adjustments are made for inflation.

Also, there is the issue of designing sustainable buildings. Reusing an older building is the ultimate act of recycling. There are hidden costs to society, when landfills have to receive the demolished remains of buildings. The Master Plan represents a more respectful and responsible approach for taxpayers on many levels.

Certainly, when this Master Plan is implemented, the capital investment on the Hospital grounds will be substantial. However, all of the components do not have to be – and in fact cannot be – built at once. Rather, the intent is to phase the construction over a number of years, as appropriate to the needs and the availability of funds.

You could have rehabbed 40,000 square feet and paid the operating cost for 7 years for the same money as we are now paying for leased space and we would own the building after 10 years.

BFA Financing Plans Before Council

By DONN TIBBETTS
State House Bureau Chief

CONCORD — State Business Finance Authority funding for businesses in Rochester, Milford and Exeter is up for approval when Gov. Jeanne Shaheen and the Executive Council meet tomorrow at the State House at 10 a.m.

The BFA has voted to issue $2.3 million in low-interest, tax-exempt bonds for Skyhaven Properties and Salmon Falls Precision Fabricators Inc. in Rochester. That would be used to acquire 10 acres of land, and to acquire, expand, renovate and equip an existing building to be used for the manufacture of precision sheetmetal products and create about 30 jobs.

The BFA wants the state to guarantee up to 50 percent of a $1.7 million loan from Citizens Bank to Danielson Realty Trust and Hampshire Hills Racquet and Health Club in Milford. The loan would be used to refinance indebtedness which is held by Banc One Texas and for the purchase of 16 acres of land on Federal Hills Road, Hollis.

Additionally, the BFA wants approval of a $100,000 loan to the Rockingham Economic Development Corp. to finance the development of the Garrison Lane Industrial Park located in Exeter. The industrial park, according to the BFA, is strongly supported by the Town of Exeter with goals of providing tax relief for the community and to create high-quality private sector jobs for the region.

The development corporation has a commitment from the Town of Exeter to extend water and sewer lines to the park entrance and the BFA reports that it has "two strong leads for the purchase of one 15-ace parcel and one 5-acre parcel.

The BFA says that the development of these lots "would result in up to 150 new jobs in the area and the maintenance of 110 jobs now existing."

DRA Seeking New Quarters

The state Department of Revenue Administration, which collected $562.6 million in taxes last year, wants authority to sign a 10-year lease with Bert Whittemore for a new office building to be located on Chenell Drive, Concord, at an annual cost of $450,-450 — $11.25 a square foot initially, going to $13.50 by year 10 of the lease.

Since 1992, the DRA has sought to move into larger quarters and leave its 17,000-square-foot South Spring Street location. The new facility will provide 40,000 square feet. The 10-year cost of the lease is $4.9 million. An Administrative Services analysis of the lease terms the rate structure "very competitive" and recommends approval.

State Treasurer Georgie Thomas will report to the Executive Council that as of Sept. 30, the state had a cash position of $312.8 million, with $73.8 million on deposit in banks and $239 million in investments. Investment earnings for the quarter ending Sept. 30 totaled $5.3 million.

Pardon Requests

David James Short, 27, is asking for a pardon hearing on his conviction of aggravated felonious sexual assault on April 17 this year. He was sentenced after a negotiated disposition of two to four years in prison suspended after completion of the sex offender program, a petition to the court, and a $500 fine. The Grafton County Attorney's office does not recommend a pardon. The presiding Judge, James J. Barry is opposed to a pardon. Short pleaded guilty to rape but claims that was "only because my attorney gave up on me."

Colin James Gilmartin, 28, of Manchester, seeks a pardon hearing for his convictions for possession of LSD, sale of LSD, seven counts of possession of stolen property, possession of marijuana and driving after suspension.

He was convicted April 13, 1990, and sentenced to 1½ to 3 years, with sentence deferred while he subsequently successfully completed the Corrections Department shock incarceration program. He was then placed on probation.

The Hillsborough County Attorney's Office said it applauded Gilmartin's "apparent rehabilitation and strong effort in sharing what he has learned with others in the community," but it said his petition for pardon "is premature." The presiding Judge, Bernard Hampsey Jr. noted that Gilmartin "has had a very positive record of accomplishment since he was released from custody."

"While I do not recommend the pardon, I have no objection to a pardon being granted by the Governor and Executive Council," Hampsey stated.

In other action:

- The Fish & Game Departments wants council authority to accept the donation of about 30 acres of land in Londonderry from John and Betty Herrin in the department's Little Cohas Marsh Wildlife Management Area.
- The council is being asked to award a $1.3 million contract for widening state Route 106, Gilmanton, to provide for left turn lanes on state Route 106 to South Road and Allens Mill Road and construction of a wetlands mitigation site.
- The council is being asked to award a $464,195 contract for sidewalk construction at Lake Street; Fairview Avenue; Blanchard St.; and Harris Road, all in Nashua.

Sweepstakes Commission Will Be Moving

Virtually without debate, the state's Sweepstakes Commission and its multi-lottery programs got the green light Wednesday to move into new headquarters on May 1 next year.

Gov. Jeanne Shaheen and the Executive Council approved a 10-year lease costing $3.3 million to house the commission.

When Executive Councilor Jim Normand asked if the per square foot cost of the warehouse space was high, Sweeps Commission Chairman Howard Keegan and Sweeps Executive Director Rick Wisler pointed out that their warehouse space has to have climate control because of the millions of lottery tickets stored there.

The Sweeps Commission said it needed more warehouse space for the $2.5 million worth of lottery tickets it distributes weekly to sales outlets.

Since 1977, the Sweeps has been headquartered in a building at 75 Fort Eddy Road in Concord. Lottery gross sales have accelerated from $14 million to $170 million.

The 10-year lease is for a new building that Bert R. Whittemore will construct on Integra Drive, Concord.

For the final two months of fiscal year 1998 the Sweeps will pay $50,625. It will pay a total of $304,762.50 for fiscal year 1999.

The new quarters, a single-floor layout, will include 12,600 square feet of warehouse and 11,700 square feet of office space.

The lease starts at $12.50 per square foot and reaches a maximum of $14.75 per square foot in year 10. The Commission said renewing its current lease on Fort Eddy Road would probably cost $17 per square foot and that the current building is too small and can't be expanded.

Premier Properties, which owns the now vacant former Blue Cross-Blue Shield building, offered a 10-year lease with two floors for the Sweeps operation at $12 per square foot for the first five years and $14.50 per square foot for the next five years.

But Wisler said using the basement as a warehouse and moving millions of lottery tickets to upper floors by elevator was not a good idea.

An 8.4 percent increase in sales boosted state Sweepstakes aid to education to a record $54.2 million this year compared to $49.5 million the prior year.

Since its inception in 1964, the Sweeps has generated sales totaling $1.45 billion with $750 million awarded in prizes and $481 million going to aid local school districts.

Supreme Court May Come To Order in New Home by Spring

By DONN TIBBETTS
State House Bureau Chief

10.24 - 4

CONCORD — If all goes according to plan, the state Supreme Court will have a new $1.4 million administration building by the end of May.

The Executive Council voted to award the negotiated contract yesterday to Kelly Construction Co. of Manchester. The 13,600-square-foot, two-level office building is designed to alleviate overcrowding of office staff.

In other business, a total of $3 million in revenue bonds, issued by the state's Business Finance Authority for Park Nameplate Co. Inc. of Dover, won council approval. They will finance acquisition of 13.3 acres and the construction of a 50,000-square-foot plant on Production Drive in Dover's Enterprise Park. The bonds will not be a debt of the state. The firm says it has broadened its cosmetic packaging market. Moving from Flushing, N.Y., the firm expects that by next summer it will employ about 100 people.

The state also said it will guarantee up to 75 percent of an $850,000 loan from Bank of New Hampshire to Historic Inns of New England, at Center Harbor, the council voted yesterday.

In addition, the council unanimously denied a pardon hearing request from Stacey Myron Patten, 26. He was convicted in 1996 on an assault charge for which he was sentenced to one to three years in prison after pleading guilty.

The Council also awarded a low-bid $10.68 million contract to R.S. Audley Inc. of Bow to complete the interchange on the Everett Turnpike at exits two and three and Daniel Webster Highway in Nashua.

The council approved a previously tabled Environmental Services Department request to use fee revenue to finance several new positions designed to speed up the processing of permits.

Also approved was a previously tabled $858,990 extension of a contract with Deloitte and Touche Consulting Group of Boston to continue support of the state's Health and Human Services participation in the New England Child Support Enforcement System.

Voting Sheets

HOUSE COMMITTEE ON PUBLIC WORKS AND HIGHWAYS

EXECUTIVE SESSION on HB 417-FN-A

BILL TITLE: **relative to the rehabilitation of the Walker building at New Hampshire hospital and making an appropriation therefor.**

DATE: March 11, 1999

LOB ROOM: 201

Amendments:

Sponsor: Rep. Calawa — OLS Document #: 1999 0193h

Sponsor: Rep. — OLS Document #:

Sponsor: Rep. — OLS Document #:

Motions: OTP, OTP/A, ITL, Re-Refer, Interim Study (Please circle one.)

Moved by Rep. Calawa

Seconded by Rep. Whittemore

Vote: 17-0 (Please attach record of roll call vote.)

Motions: OTP, OTP/A, ITL, Re-Refer, Interim Study (Please circle one.)

Moved by Rep.

Seconded by Rep.

Vote: (Please attach record of roll call vote.)

CONSENT CALENDAR VOTE: YES - 17-0

(Vote to place on Consent Calendar must be unanimous.)

Statement of Intent: Refer to Committee Report

Respectfully submitted,

Rep. John E. Tholl, Jr., Clerk

HOUSE COMMITTEE ON PUBLIC WORKS AND HIGHWAYS

EXECUTIVE SESSION on HB 417-FN-A

BILL TITLE: **relative to the rehabilitation of the Walker building at New Hampshire hospital and making an appropriation therefor.**

DATE: 3/11/99

LOB ROOM: 201

Amendments:

Sponsor: Rep. Calawa — OLS Document #: 1999-0193h

Sponsor: Rep. — OLS Document #:

Sponsor: Rep. — OLS Document #:

Motions: OTP, (OTP/A), ITL, Re-Refer, Interim Study (Please circle one.)

Moved by Rep. Calawa

Seconded by Rep. with the mark

Vote: 17/0 (Please attach record of roll call vote.)

Motions: OTP, OTP/A, ITL, Re-Refer, Interim Study (Please circle one.)

Moved by Rep.

Seconded by Rep.

Vote: (Please attach record of roll call vote.)

CONSENT CALENDAR VOTE: {Type VOTE} 17/0

(Vote to place on Consent Calendar must be unanimous.)

Statement of Intent: Refer to Committee Report

Respectfully submitted,

Rep. John E. Tholl, Jr., Clerk

PUBLIC WORKS AND HIGHWAYS 1999 SESSION

Bill # HB 417-FN-A

Public Hearings _____ Executive Session 3/11/96

COMMITTEE REPORT: OTP A

	YEAS	NAYS
Smith, Edwin O, Chairman	✓	
Calawa, Leon, Jr, V Chairman	✓	
LaMott, Paul I	✓	
Whittemore, James A	✓	
Merrill, Gerald P		
Gleason, John P	✓	
McCarty, Winston H	✓	
Raynowska, Bernard J		
Tholl, John E, Jr, Clerk	✓	
Verani, Giovanni M	✓	
Leber, William E	✓	
Spear, Barbara L		
Beaupre, Roland O	✓	
Morse, Charles W	✓	
Cloutier, John R	✓	
DeChane, Marlene M		
Daigle, Robert A	✓	
Daneault, Gabriel J	✓	
Brennan, William P	✓	
Ahern, Richard F	✓	
Bouchard, Candace White	✓	
Shultis, Elizabeth C		
TOTAL VOTE	17/0	

Appeared in Favor	Appeared in Opposition

Committee Report

COMMITTEE REPORT

COMMITTEE: **Public Works and Highways**

BILL NUMBER: **HB 417-FN-A**

TITLE: relative to the rehabilitation of the Walker building at New Hampshire hospital and making an appropriation therefor.

DATE: March 11, 1999 CONSENT CALENDAR YES ☒ NO ☐

☐ OUGHT TO PASS

☒ OUGHT TO PASS WITH AMENDMENT

☐ INEXPEDIENT TO LEGISLATE

☐ RE-REFER

☐ REFER TO COMMITTEE FOR INTERIM STUDY
(Available only in second year of biennium.)

STATEMENT OF INTENT
(Include Committee Vote)

This bill is a cost savings plan. With the recent leasing of two buildings (one to the Department of Revenue Administration and the other to the Liquor Commission) at an average of $13.50 per square foot, the operating cost of Johnson Hall is just $6.14 per square foot. It is less than half the cost of the two new leases, and we are reusing very well built brick buildings located on the New Hampshire Hospital Grounds. The Brown Building was rehabilitated for $63.00 per square foot. When we compare this cost to the cost of the new Court Office Building at $103.00 per square foot, these startling figures show a savings of 40% by just using the assets we already own. The Walker Building was appraised for $6 million four years ago. The time is now to fix the roofs, plywood the windows and seal the building from water damage. I believe we should take this important step forward as it is in the best fiscal interest for the state. I look at this project as a revenue saving measure, not a spending issue.

Vote 17-0.

Rep. Leon Calawa, Jr.
FOR THE COMMITTEE

Original: House Clerk
cc: Committee Bill file

USE ANOTHER REPORT FOR MINORITY REPORT

CONSENT CALENDAR

Public Works and Highways

HB 417-FN-A, relative to the rehabilitation of the Walker building at New Hampshire hospital and making an appropriation therefor. OUGHT TO PASS WITH AMENDMENT

Rep. Leon Calawa, Jr.: This bill is a cost savings plan. With the recent leasing of two buildings (one to the Department of Revenue Administration and the other to the Liquor Commission) at an average of $13.50 per square foot, the operating cost of Johnson Hall is just $6.14 per square foot. It is less than half the cost of the two new leases, and we are reusing very well built brick buildings located on the New Hampshire Hospital Grounds. The Brown Building was rehabilitated for $63.00 per square foot. When we compare this cost to the cost of the new Court Office Building at $103.00 per square foot, these startling figures show a savings of 40% by just using the assets we already own. The Walker Building was appraised for $6 million four years ago. The time is now to fix the roofs, plywood the windows and seal the building from water damage. I believe we should take this important step forward as it is in the best fiscal interest for the state. I look at this project as a revenue saving measure, not a spending issue. Vote 17-0.

OTP/A # 0193h. 3/11/99
17-0 cc HB417-FN-A

This bill is a cost savings plan. With the recent leasing of two buildings (one to the Department of Revenue Administration and the other to the Liquor Commission) at an average of $13.50 per square foot, the operating cost of Johnson Hall is just $6.14 per square foot. It is less than half the cost of the two new leases and we are reusing very well built brick buildings located on the New Hampshire Hospital Grounds.

The Brown Building was rehabilitated for $63.00 per square foot. When we compare this cost to the cost of the new Court Office Building at $103.00 per square foot, these startling figures show a savings of 40 percent by just using the assets we already own.

The Walker Building was appraised for $6 million four years ago. The time is now to fix the roofs, plywood the windows and seal the building from water damage. I believe we should take this important step forward as it is in the best fiscal interest for the state. I look at this project as a revenue saving measure, not a spending issue.